

GAO DRAFT REPORT, AUGUST 19, 1993  
"CORPORATE INFORMATION MANAGEMENT: MANAGEMENT COMMITMENT NEEDED TO ACHIEVE DATA  
ADMINISTRATION GOALS"

FINDINGS

**CENTRAL GOAL OF CIM IS TO IMPROVE DEFENSE OPERATIONS AND REDUCE COSTS THROUGH IMPROVED  
MANAGEMENT OF INFORMATION. CONTRIBUTING FACTORS:**

- DOD FUNCTIONAL MANAGERS LACKED UNDERSTANDING OF IMPORTANCE OF USING INFORMATION TO  
MANAGE BUSINESS RESOURCES
- DOD LACKED FRAMEWORK FOR DEFINING AND INTEGRATING DATA MANAGEMENT ACTIVITIES  
DEPARTMENT-WIDE
- DOD LACKED COMMON APPROACH AND METHODOLOGY FOR IDENTIFYING AND DESCRIBING DATA  
REQUIREMENTS

GAO RECOGNIZES DOD HAS TAKEN STEPS TO IMPROVE MANAGEMENT OF INFORMATION WITH ISSUANCE OF DATA  
ADMIN. POLICY IN 1991.

*DOD RESPONSE:* Partially concur. Nonconcur with report reference to a "Corporate Information Management  
Process Model"

**DEFENSE HAS NOT DETERMINED ITS CORPORATE DATA REQUIREMENTS. CONTRIBUTING FACTORS:**

- DOD TOP MANAGEMENT HAS NO CLEARLY DEFINED ROLES AND RESPONSIBILITIES FOR IMPLEMENTING CIM
- LACK OF UNIFORM COMMITMENT ON PART OF SENIOR DOD MANAGERS

*DOD RESPONSE:* Partially concur.

Nonconcur with GAO assertion of no clearly defined roles/responsibilities. (Ref. DoDD 8000.1 and DoDD 8320.1, and draft DoD 8020.1-M)

Success of CIM initiative may be dependent on DoD data administration, the reverse is not true.

#### **DATA ELEMENT STANDARDIZATION PROCEDURES ARE INEFFECTIVE**

- DATA ELEMENT STANDARDIZATION PROCEDURES ISSUED JAN 93 ARE PREMATURE BECAUSE DOD HAS NOT YET DETERMINED ITS CORPORATE NEEDS. DATA MODELING GUIDANCE SHOULD HAVE BEEN ISSUED FIRST.
- IT WILL BE DIFFICULT AND EXPENSIVE TO CONSOLIDATE AND INTEGRATE OVER 100 SEPARATE MODELS CURRENTLY UNDER DEVELOPMENT.

***DOD RESPONSE:*** Nonconcur.

## **DDRS DOES NOT SUPPORT DATA ADMINISTRATION GOALS**

- **DDRS WAS POORLY PLANNED AND IMPLEMENTED--FUNDAMENTALLY FLAWED; DOES NOT SUPPORT:**

USER NEEDS  
KNOWN DATA DICTIONARY REQUIREMENTS  
DEFENSE DATA ADMINISTRATION GOALS

- **DEVELOPED PRIOR TO DETERMINING METHODS, PROCESSES, AND DATA NEEDED TO SUPPORT DEFENSE DATA ADMINISTRATION**
- **METADATA ABOUT EXISTING NONSTANDARD (MIGRATION) DATA ELEMENTS IS INACCURATE. BY REGISTERING NONSTANDARD DATA ELEMENTS FROM EXISTING SYSTEMS, DOD PERSONNEL ARE PURSUING ACTIVITIES THAT ARE:**

WASTEFUL  
INEFFECTIVE  
DO NOT SUPPORT DOD CORPORATE DATA ELEMENTS

**DOD RESPONSE:** Partially concur. DDRS was put into operation to meet immediate needs; FPI was initiated and completed on repository requirements; FPI is underway on data administration.

GAO infers that nonstandard data elements in the repository are to be used as standards -- incorrect conclusion.

## GAO RECOMMENDATIONS

**PSAs BE REQUIRED TO DOCUMENT THEIR BUSINESS METHODS AND PERFORMANCE MEASURES PRIOR TO PROCESS AND DATA MODELING I/A/W CIM MODEL.**

*DOD RESPONSE:* Partially concur. Disagree with the requirement to document business methods and performance measures "prior to" modeling. Development of models helps determine performance measures.

**SECDEF REQUIRE ASD(C3I) TO APPLY CIM MODEL TO DETERMINE DEFENSE DATA ADMINISTRATION METHODS, PERFORMANCE MEASURES, PROCESSES, AND DATA NEEDED TO MANAGE DOD CORPORATE DATA RESOURCES.**

*DOD RESPONSE:* Concur. (Already being implemented through FPI projects in repository and data administration areas)

**SECDEF REQUIRE ASD(C3I) TO CANCEL THE DDRS OPERATION AND SUPPORT ACTIVITIES AND TAKE STEPS TO ACQUIRE AN IRDS BASED ON DATA ADMINISTRATION PROCESS AND DATA REQUIREMENTS.**

*DOD RESPONSE:* Partially concur. Disagree with recommendation to cancel DDRS.